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19 June 1964

MEMORANDUM FOR:

SUBJECT   : Organization Papers on OCS.

You may find the attached organization papers on OCS of assistance:

Attachment A - Informal statement of AD/CS responsibilities. (19 June 1964).

Attachment B - Draft Mission and Function statement for OCS. (19 March 1964).

Attachment C - [   ] establishing the Office of Computer Services, DD/S&T. (5 August 1963).

Attachment D - [   ] transferring the former ADP Division, Office of the Comptroller, to OCS, DD/S&T. (26 November 1963).

Attachment E - Memo to DDCI recommending establishment of an Office of Computer Services. (28 May 1963).

Attachment F - [   ] containing the Mission and Function Statement for the former CIA Automatic Data Processing Staff, DD/S. (10 October 1961).

Attachment G - [   ] containing statement on Responsibilities of the former Management Staff, DD/S. (1 April 1961).

Executive Officer, OCS

Distribution:
    Orig. & 1 - Addressee   OCS/EO [   ] (19Jun64)
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OFFICE OF COMPUTER SERVICES, DD/S&T

RESPONSIBILITIES

I. Operational Responsibilities

Provides computing services for all types of computing applications (management, intelligence, and scientific) for all components of the Agency, as appropriate. (Performs the CIA computing service function except for NPIC and _____ where separate computing facilities now exist.)

25X1

In providing the above range of services, performs the following:

A. Problem Analysis -- to determine the nature, scope, objectives, and suitability of proposed applications.

B. EDP Systems Design -- to design computing systems to meet objectives by defining inputs, processing, outputs, schedules, etc.

C. Computer Programming - to translate the system design into detailed computer instructions, including test and debug of programs.

D. Computer Operations - to schedule work flow and operate the CIA Computer Center equipment to produce the required computer outputs.

II. Developmental Responsibilities (Major, long-term efforts)

A. Project CHIVE - Performs study of Agency needs for a centralized document/information storage and retrieval system and designs a computer-driven system to meet CIA present and anticipated needs.

B. Machine Translation/Stenowriter Project - Conducts project, involving the building by contractor of special purpose hardware/software, to develop an
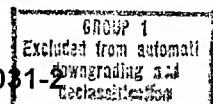
in-house capability to translate by machine
to English both natural language(s) and the
Stenowriter symbolic language.

III. Management Control and Reporting Responsibilities

A. Serves as the central point within CIA for reporting
to management and external Agencies on CIA automatic
data processing activities (including CIA machine
inventory, utilization, personnel, and cost statistics).

B. Serves as central liaison point within CIA for ex-
ternal contacts in the field of automatic data pro-
cessing.

C. Controls the acquisition of data processing equip-
ment in CIA by serving as approval/disapproval point
for all ADP equipment acquisition proposals.

D. Serves as Chairman, CIA Automatic Data Processing
Committee whose function is the coordination of
planning and development of CIA's automatic data
processing resources.
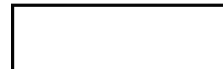
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LOCATION OF PROGRAMMERS WITHIN DD/S&T (POLICY QUESTION)

1. The development of the scientific computing effort within the DD/S&T surfaces a policy question on where the computer Programmers required for this effort will be placed.

2. There are two basic options: (a) place these Programmers here and there throughout the Directorate within the line structure of the various sections, branches, and divisions having need for scientific computing support; or (b) place these Programmers centrally within OCS for service to all.

3. The following chart shows the present classes of scientific computing support in the DD/S&T and DD/S&T users. (See next page)

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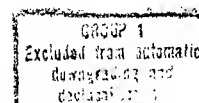
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4. It will be seen that the same type of computing support, albeit stemming from different individual problems, is required by a growing number of points within the DD/S&T structure. Often, support to multiple users is based upon the same computer programs and the same basic computational skills, (e.g., the [   ] capability for trajectory computations has already been used for three DD/S&T components and other users are anticipated).

5. Someday, we hope that the man-machine relationship will have so developed that computing skills as a speciality will become largely unnecessary. And we believe there is a fair chance of this within the next ten years. But the state of the art today (and tomorrow) does require very specialized skills and these skills are typically centralized for both their development and their utilization.

6. It seems eminently apparent to OCS that by centralizing our Programmer resources, we can (1) get a good deal more computational mileage from such skills for support to all and can (2) much more effectively recruit, train, supervise, and develop and hold such computing skills. By so proceeding we are also moving in harmony with the basic platform of any centralized Office of Computer Services, rather than contrary thereto.* By so proceeding, as well, we will avoid the competition which otherwise will result among the several DD/S&T components for the very same skills. If we decentralize our DD/S&T computing personnel, FMSAC, OSI, OSA, SAS, OEL, etc., will all be competing to recruit, train, provide adequate EDP supervision for, and develop and hold the same basic skills. This is, in a very real sense, contrary to the basic notion of the DD/S&T Directorate itself--which was formed to pull together S&T skills rather than leaving them scattered through the Agency.

7. Case in Point: Automation Division, OSA, and OCS --

A specific reflection of this issue which, by historic accident, already exists within the DD/S&T is the Automation Division of OSA. OCS believes the Automation Division of OSA should merge with the Computer Services Office of DD/S&T. ** Some specifics on the advantages of merging:

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* There will, of course, be isolated instances where the user component does have someone on board who will develop a journeyman-level programming competence but, for some time to come, such will be the exception rather than the rule.

** This idea was discussed when OCS first came into the DD/S&T. It was decided then to leave things as they were during the formative months of the Directorate. This question has now been raised in recent OSA-OCS discussions originated by OSA.

a.   The merging of the Automation Division with your Computer Services Office fits the basic notion behind the establishment of OCS in the first place.   The continuation of a computer services division within OSA, or any other Office, clearly does not.

b.   The Automation Division function would be supervised by [   ] of OCS, as OSA itself apparently desires.   [   ] has the most knowledgeable background of any CIA person in the computing function of the OSA mission. [   ] was consultant to OSA before joining OCS.   One of the reasons [   ] came to CIA and one of the reasons CIA went to [   ] was the OSA computing support requirement.   Yet [   ] is now largely cut off from this effort principally because of the sense of rivalry in the Automation Division which the present organizational structure has generated.

c.   Merging the Automation Division with OCS will facilitate the exploitation of OCS resources for the OSA task--and, to some degree, vice versa.   "Resources" here include hardware, software, and human skills.

d.   Duplication in programming efforts between OCS and the Automation Division will be eliminated.   (Example: Computer routines to convert the UTM Coordinate System to geographic location and plot these points on display maps. This problem was independently done in both OCS and the Automation Division.   The OCS program is good for the entire world while the OSA program is good for a specific geographic region only.   Many man days of work and checking went into each of these programming efforts.)

e.   A new contract for outside computer programming support now being negotiated by OSA might not be necessary because (1) [   ] would contribute his first rank knowledge to the problem, (2) OCS has top notch and proven contractor skills already on board and cleared to supplement its own resources, (3) OCS has [   ] and other programs which may be pertinent to what would be asked of the contractor under the proposed contract.

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f. OC3 scheduling of computer time would be more efficient because we would have but one system of scheduling, whereas now blocks of IBM 7090 time amounting to [_____] **25X1** each day (at a cost of [_____] per month) are **25X1** reserved for OSA in the middle of the prime daily production period. OSA actual usage, including overtime hours (nights and weekends) and including debug and test runs which could more properly be run on non-prime time, has not exceeded **25X1** [_____] in the past few months.

3. In thinking about the policy question discussed in this paper as it relates to the Automation Division of OSA, you may find the following schedule for merging of help:

a. Early August - [_____] with OCS **25X1** and [_____] will EOD with OCS.

b. Early September - [_____] will, in addition to **25X1** his special relationship to AD/CS, be named as Chief of the scientific arm of OCS with [_____] as Deputy.

c. Mid-September - [_____] will start to increase **25X1** his involvement in Automation Division activities, preparatory to the merger.

d. Late September - [_____] will take over from **25X1** [_____] the direction of enough of the non-OSA computing work- **25X1** load to free [_____] to spend 50 % to 75 % of his time on the **25X1** OSA effort, is required.

e. Early October - Automation Division, OSA, will be formally transferred to the Office of Computer Services, DD/S&T. The Automation Division group will be supervised directly by [_____] **25X1** [_____] (Transfer to include slots, incumbents, FY65 budget, and **25X1** equipment. Relocation within the building to be a function of specific consideration and availability of space in the OCS area.)

f. Six Months Thereafter - OSA will volunteer testimony that its computer support is greatly improved.